



Stakeholder and
Multiplier
Engagement
Strategy

Summary

Version 01, January 2017





Table of Contents

Table of Contents.....	2
1. Introduction.....	3
2. Who: Stakeholders and Multipliers.....	4
2.1. SMEs.....	4
2.2. Supporting organizations to SMEs.....	5
2.3. Policy makers.....	5
2.4. Civil Society Organizations (CSOs).....	5
3. Why: Motivations for involving the SMEs.....	6
4. Channels and actions.....	7
4.1. Face-to-face events.....	7
4.2. Digital channels.....	7
5. Summary of the engagement strategy.....	9



1. Introduction

COMPASS (710543) has been designed to facilitate the co-creation and piloting of Responsible Innovation (RI) Roadmaps in three key innovation fields, namely biomedicine, nanotechnology and cyber security. The main goal is to deliver a Responsible Innovation Compass, including a diagnostics self-check tool for small and medium-sized enterprises (SMEs), a co-creation method kit for the development of roadmaps, as well as additional targeted evidence and resources focusing on benefits, incentives and business models for Responsible Research and Innovation (RRI) in the industrial context. RRI is key to make research, development and innovation (R&D&I) more open and responsive to societal needs and expectations of nowadays European society.

A key factor in the design of the roadmaps is to delineate the engagement strategy for stakeholders and multipliers involved in the aforementioned sectors. These actors will be participating in the activities and actions intended to achieve the global aim of COMPASS (710543).

To adequately engage SMEs and other supporting organisations, we will define the features that best describe our target audiences and establish up-to-date and accessible databases. In this regard, COMPASS (710543) differentiates between stakeholders, directly involved in the project activities, and multipliers, involved in project outcomes dissemination. The purpose of our engagement strategy must be then directed towards communicating the benefits of responsible innovation and the detailed description of the incentives for being engaged during the entire project. These incentives will be tangible and will provide answers to key challenges that SMEs usually encounter, such as business and funding opportunities, network opportunities, visibility opportunities or added value.

Engagement of the target audiences will provide specific visions for responsible innovation across the different fields and also how companies can identify with and move towards those visions. In addition, it will provide key information to know how companies assess where they are along the path towards responsible innovation and what methods are useful in realising such path. Throughout the project selected stakeholders and multipliers will be engaged in face-to-face activities such as interviews, RI labs and pilot applications of the developing tools, as well as digital platforms to keep them informed and engaged during the length of the project. As a result of this engagement strategy we will dispose of final outputs that will collect consolidated, viable, commercially relevant roadmaps and methods for navigation and incentives for SMEs in the target sectors to take responsible innovation as a component of their business model.

2. Who: Stakeholders and Multipliers

COMPASS (710543) differentiates between **stakeholders** -any group of actors who are directly involved in the project activities- and **multipliers** -those influential organizations or individuals who can contribute to further disseminate the project and its outcomes-.

In order to properly craft the engagement strategy of the project and tailor the messages for each of them, since the beginning of the project FBLC (as communication leader) is building a Stakeholders and Multipliers Database with the active contribution of all project partners and connections. The following sections provide a brief description of who are our target audiences and the main features of the database as of January 2017.

COMPASS (710543) has one main target audience (SMEs) and several secondary targets (SMEs supporting organizations, research projects, policy makers and civil society organizations -CSOs-). While SMEs will be by far the actors more involved during the whole course of the project, secondary targets play a critical role in ensuring the engagement of SMEs, the dissemination and future implementation of RI at a wider scale and the alignment of the outcomes with the societal needs.

2.1. SMEs

The main target of the project are European SMEs working in the biomedicine, cybersecurity and nanotechnology sectors. In particular, the project focuses on three countries -one per sector-: Spain (Catalonia region), United Kingdom, and Belgium, respectively. A reduced number of these SMEs will play a critical role in the project, actively participating in the online and face-to-face RI Labs (WP2) and pilots (WP4) where the roadmaps, recommendations and implementation examples will be produced.

To adequately engage these SMEs during the whole project, we need to know who they are exactly in each sector and country, which are their particular features, how they work, and understand what are their main interests and motivations. This information helps to define the incentives offered to them by COMPASS (710543) in return for their time and resources investment in the project.

There are intrinsic features linked to each of the regions and sectors. However, in general terms, these enterprises are highly technological, very dynamic and innovative, but with limitations of funding and talent recruitment. These limitations constitute a heavy work pressure, often forcing them to cut corners in their innovation strategies and making them reluctant to share their unique selling propositions with others. Their reduced size and funding results in a simplified organization chart where the CEO often plays multiple roles and the company lacks some specific positions, such as the communications or marketing directors. Together with the previous limitations, the recruitment and training of employees also becomes a strong challenge for this type of companies. Regarding the general workforce profile of these SMEs, many of them are run or include a significant number of 'millennials' (those born between the early-1980s and the early-2000s), mainly characterized by their social consciousness and preference for a flat corporate culture and a work-life balance.

In particular, for each sector and country the consortium is conducting a detailed analyses in order to fully understand the environment, actors, and relations in each case. This initial information will be used to tailor incentives, messages and actions, which will be modulated during the project according to the continuous feedback received from the SMEs and the supporting organizations and multipliers (see next section).

2.2. Supporting organizations to SMEs

These stakeholders are considered the second target in importance for the project, given its key role in connecting with, engaging and incentivizing SMEs. This group includes networks, professional associations, government organizations, chambers of commerce, clusters, incubators, accelerators, innovation parks, investors, and all sorts of organizations that provide SMEs with information and training, networking, and funding opportunities. This group plays thus a triple role: first, by contacting these organizations the project will have an easier, more direct contact to targeted SMEs; second, COMPASS (710543) will benefit as well from the ample experience of these organizations to craft their messages and elaborate further the kind of incentives more appealing for the SMEs; and third, supporting organizations will also act as multipliers of the project's activities and outcomes.

In addition, COMPASS (710543) has the added value of counting with two of these supporting organizations as partners within the consortium. EBN is the European network of business and innovation centres (BICs), B Lab hosts the B Corps certification, which currently includes more than 5,000 certified entities. These two partners will facilitate direct contact with regional and local organizations in the three target countries, as well as specially interesting entities, such as SoScience, an enterprise aimed at providing training for SMEs willing to turn their practices more 'responsible' and add RI criteria to their business model. Among these supporting organizations, COMPASS (710543) will identify and try to establish partnerships with some multipliers to maximize the use and distribution of the project outputs. These multipliers are organizations and influencers who recognize the added value of the project and are willing to provide feedback and disseminate its main activities and outcomes.

Examples of multipliers within this category, in addition to those listed on Table 1, could be:

- National Contact Points (NCPs), both focused on the Science with and for Society (SwafS) program (thus knowledgeable of the RI approach), on one of the three sectors or on industrial programs (Industry pillar, SME Instrument, etc.).
- Diverse innovation prizes, such as the European Foundations Award on RRI ([EFARRI](#)) or the [Social Impact Award](#).
- The [RRI Tools Community of Practice](#), with nearly 1,100 members as of January 2017.
- For the biomedicine sector and the Catalan case, the [EIT-Health](#) initiative, which has a co-location centre in Barcelona and counts with 8 core partners and 9 associate partners in the region of Catalonia, being FBLC among them.
- For every country and sector, some of the interviewees for evidence of RRI benefits in industry (WP1).

2.3. Policy makers

This group of stakeholders will be involved in the project Final Conference. The target will be mainly at the European level, but some national or regional policy makers could also be considered as potential targets, depending on the relationships forged during the project.

2.4. Civil Society Organizations (CSOs)

CSOs play an increasing role in research and innovation through approaches like RRI. In this spirit, COMPASS (710543) aims at engaging them through the project initiatives, including the Final Conference. Participation at other steps of the projects, such as the RI Labs, have not been defined yet and will be decided based on the results of the country and sector exploratory analyses carried by the partners in charge of the labs.

3. Why: Motivations for involving the SMEs

SMEs are the main target for COMPASS (710543) and the stakeholder group that will play a more relevant role within the project (section 2). Given SMEs' funding and time constraints (section 2.1), it is key providing them with strong incentives for being engaged during the whole project. These incentives need to be concrete, offering tangible benefits for SMEs and solutions to the challenges they face.

In this respect, the project is conducting a cost-benefit analysis to define what COMPASS (710543) can offer and position the project within its target market. After a first exploration within the consortium, we have defined a first set of incentives for SMEs to participate in the project, closely linked to the challenges identified in section 2.1:

- **Business and funding opportunities:**
 - Competitive advantage (ideas for improvement from roadmaps, guidelines, and real-life examples -case studies-)
 - Access to EU funding (supporting organizations and multipliers)
 - Wider market opportunities by providing solutions to societal challenges
 - Possibility to be trained on EU funding for SMEs through the RI approach
 - Access to impact investment networks
 - Better chance to receive national/regional funding (country dependent)
- **Networking opportunities:**
 - Access to EU partnerships (stakeholders)
 - Access to networks and influencers (multipliers)
 - Possibility to expand their business
 - Learning from peers (capacity building among SMEs)
 - Belonging to a community and being part of a movement (club effect)
- **Visibility and recognition opportunities:**
 - Reputation: become leaders/experts in their area (influence on what is happening and will happen in the future)
 - Build up assets (case-study winners)
 - Access to multipliers
 - Higher value at European level
 - Increased visibility (case studies, website, social media, networks, etc.)
- **Added value:**
 - Novelty: awareness of global panorama, context and current trends
 - Access to key information and resources (D1.1, D1.2, self-check tool, specific news and events, etc.)
 - Free mentoring and funding for piloting
 - Reduced integrity risks by incorporating ethics

Based on this preliminary information, the two consortium partners experts in engaging SMEs (B Lab and EBN) will elaborate a **sales pitch** for COMPASS (710543) that can be used when first contacting the potential participants of the RI Labs. This pitch will be a narrative of the project that will explain SMEs:

- How they can make profit of the RI concept (probably rewording this concept into more familiar terms, such as sustainability, ethics, and the environment), and
- How the project will support their businesses in achieving that goal.

This sales pitch will be tested and refined during the first contacts with SMEs, so that additional, stronger incentives can be highlighted in later engagement activities.

4. How: Channels and actions.

4.1. Face-to-face events

We consider two types of events: those organized by COMPASS (710543) and those external to the project but related to its main topic/targets. The first ones constitute the core of the project's engagement activities, while the second ones may significantly contribute to find and bind ties with potential participants and multipliers of the project's activities and outcomes.

The events organized by the project are:

- **Interviews on the practical evidence and benefits of RI in industry:** interviews with reputed experts on the matter in each country and sector
- **Bottom-up case studies:** through this open call (closed in October 2016) we have collected practical examples of RI application and gained contact with potential RI champions behind these cases.
- **RI Labs:** They will be a combination of 3 online webinars and 2 face-to-face workshops.
- **Pilots:** these events will be the practical application of the lessons learnt during the project.
- **Training:** the co-creation method kit will be tested with a selected group of innovation support organizations in a train-the-trainer style demonstration workshop.
- **Final Conference:** this will be a dissemination event aimed at publicizing the main outcomes of COMPASS (710543), delivering them to specific target audiences (mainly policy makers and CSOs).

Regarding external events, we consider participating in at least some of the following ones:

- **Regular conferences and congresses:** including both (i) events with a general scope on industry and/or innovation.
- **Regular awards and prizes:** such as those organized annually by B Lab, the European Foundations Award on RRI (EFARRI), etc.
- **Related-project events:** workshops, conferences or other events organized by those projects with interests similar to those of COMPASS (710543).
- **Training events:** organized by supporting organizations (like those frequently arranged by EBN) and where COMPASS (710543) could participate, learn or disseminate its activities.

4.2. Digital channels

In combination with the face-to-face events, COMPASS (710543) will use a number of digital channels to keep stakeholders informed and engaged through the project. These channels are the following:

- **Project platform:** the project's website (<http://innovation-compass.eu>) will be the reference site for up to date information on the project (through the About, Sectors, Cases, and Roadmaps sections).
- **Newsletter:** those stakeholders registered at the platform will receive a bimonthly digital newsletter by e-mail with expanded information on the achievements of the

project, upcoming activities, highlighted reports, as well as links to related events, initiatives, trainings, programs and funding opportunities.

- **E-mail:** stakeholders directly involved in the project's activities may receive sporadic, specific communications by e-mail, whether from the coordination team (WU) or from the partners in charge of each of the sectors (DMU, FBLC, and SDS), with targeted information regarding the next steps of the RI Labs, the Self-Check tool or the piloting phase of the project.
- **Online RI labs and webinars:** the project includes several webinars for the stakeholders, at least three per sector for the RI Labs, plus perhaps more for training purposes, to be decided as the project evolves.
- **Online survey(s):** the Description of Action specifies that the Self-Check tool will be tested in a large-scale online consultation among a broad set of stakeholders, including supporting organizations. In addition, the project may also organize other online surveys to further test other project outcomes.
- **Twitter:** this will be the main social media for the project. Through its account [@innocompass](#) COMPASS (710543) will inform followers on the activities, achievements and reports of the project, disseminate information obtained from the supporting organizations and multipliers regarding funding calls, training opportunities, interesting events, etc., a more detailed contents programme is described in the deliverable D5.3 Project Branding and Communication Materials.
- **YouTube:** the project will make use of the [WU YouTube channel](#) to disseminate the videos produced by the project, such as the one for the kick-off meeting, already online [here](#).
- **LinkedIn:** the project will not create a new discussion group on this social media, given the large number already existing on innovation and the large efforts required to keep alive such groups. Instead, the project will look for specific groups closely related to its main topics.

5. Summary of the engagement strategy

The following tables summarize what has been discussed in previous sections, offering an overview of the engagement strategy.

Table 1. Summary of the engagement strategy: relation between audiences, incentives, channels, messages and actions

Stakeholder	Incentives	Channels	Messages	Actions
SMEs	Business and funding opportunities	<ul style="list-style-type: none"> Project's website Newsletter Linkedin Twitter Final Conference 	<ul style="list-style-type: none"> Competitive advantage due to new guidelines and roadmaps on RI. Access to EU or regional funding. Access to investment networks. 	<ul style="list-style-type: none"> The project's website and the newsletters will include links to relevant investment networks. Relevant experts and influencers will be invited at the RI labs. Providing participants with up-to-date information on funding calls, training, events, etc The project and the lab-participating companies will be broadly advertised through digital platforms (website, Newsletter, Linkedin, twitter).
	Network opportunities	<ul style="list-style-type: none"> RI labs Training Final Conference Conferences and congresses Related-project events Twitter Linkedin YouTube 	<ul style="list-style-type: none"> Access to EU and regional partnerships and networks. Opportunities for business expansion. Belonging to a big RI community. 	<ul style="list-style-type: none"> The project's website and the newsletters will include links to relevant European projects. Participating companies will have multiple opportunities of networking during the RI labs, training and conferences. The project and the lab-participating companies will be broadly advertised through digital platforms (website, Newsletter, Linkedin, Twitter, YouTube).

	Visibility recognition and	<ul style="list-style-type: none"> • Project's website • RI Labs • Final Conference • Conferences and congresses • Related-project events • Twitter • LinkedIn • YouTube 	<ul style="list-style-type: none"> • Contacts with influencers and experts in the area. • Access to multipliers. • Presence in website, social media, networks. 	<ul style="list-style-type: none"> • The project and the lab-participating companies will be broadly advertised through digital platforms (website, newsletter, LinkedIn, Twitter, YouTube). • Supporting organizations, academic institutions and CSO will be actively participating in some of the actions of the project. • The outcomes from the project activities will provide valuable input that will be in the European policy debate.
	Added value	<ul style="list-style-type: none"> • Case studies • Training • RI labs • Pilots • Self-check tool • Related-project events 	<ul style="list-style-type: none"> • Awareness of society needs and current context. • Access to key resources and RI tools. • Free mentoring and funding for piloting. 	<ul style="list-style-type: none"> • Creation of roadmaps and resources about RI in the 3 industrial sectors. • Sending emails with summaries of RI labs and feedback received. • Providing participants with up-to-date information on funding calls, training, events, etc



Table 2. Summary of the engagement strategy of other stakeholders and multipliers: relation between audiences, purposes, channels, messages and actions

Stakeholder	Purpose	Channels	Messages	Actions
Academia	<ul style="list-style-type: none"> Advance knowledge on RRI in industry. 	<ul style="list-style-type: none"> Project's website RI Labs Final Conference Conferences and congresses Academic publications 	RI is decisive to make innovation more open and responsive to societal needs and expectations of the European society	<ul style="list-style-type: none"> We will have joint participation in activities organized by them and within our project. Invitation to final conference.
Supporting organizations	<ul style="list-style-type: none"> Provide feedback and contacts for the actions of the project. Diffusion of the project's message and guidelines. Advisory and multiplier role. 	<ul style="list-style-type: none"> Project's website RI Labs Final Conference Conferences and congresses Twitter Linkedin 	RI is decisive to make innovation more open and responsive to societal needs and expectations of the European society	<ul style="list-style-type: none"> We will invite them to Final Conference. They will participate in the pilot testing.
Policy makers CSO	<ul style="list-style-type: none"> Provide feedback on how to improve recommendations drawn from the project. 	<ul style="list-style-type: none"> Project's website RI Labs Final Conference Conferences and congresses Twitter Linkedin 	RI is decisive to make innovation more open and responsive to societal needs and expectations of the European society	<ul style="list-style-type: none"> We will invite them to participate in Final Conference. CSOs will be invited to participate in RI labs.